

DRAFT

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MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : ~~Formulation~~ ^{Formalization} of Agency Policy Relative to the Development and Issuance of Position Classification Standards

1. Action Requested: Formalization of an Agency policy relative to the recommendation made by the Office of the Inspector General in its survey of the Office of Personnel dated March 1976 that there should be an accelerated development and trial implementation of improved position evaluation standards and methods.

2. Background:

a. The Job Evaluation Policy Act of 1970 (P.L. 91-216) expressed the intent of Congress that a common job evaluation and ranking methodology would be developed and established for the classification of certain positions within the Executive Branch of the Federal Government. Under provisions of the Act, the U.S. Civil Service Commission was designated as the executive agency to develop and institute this common methodology with responsibility for general supervision and control of such a system. In 1976, the Civil Service Commission completed the developmental efforts and instituted a uniform position evaluation system called the Factor Evaluation System (FES).

b. The FES concepts appear sound, and the system itself is clearly more objective and understandable than other methods of position evaluation and ranking. As has long been recognized by the Office of Personnel, and recently noted by the Inspector General in the 1976 IG survey of the Office of Personnel, the lack of Agency approved position standards has been a major hindrance to full effectiveness of the Agency's position classification pro-

gram. Accordingly, in July 1976, the Director of Personnel announced by memorandum the development, testing and implementation of a new position classification standards program following the factor evaluation methodology.

c. Preliminary testing within the Agency was subsequently conducted on several Civil Service Commission FES position standards and initial efforts were undertaken to develop several in-house FES position standards using Commission FES principles and guidelines. Based on our efforts thus far, it is apparent that many of the Civil Service Commission FES Standards are directly applicable to Agency occupations without significant changes. It is equally apparent that direct application of these standards in classifying Agency positions would reveal serious overgradings in many clerical occupations in addition to some overgrading, although to a lesser extent, in certain professional occupations. With the advent of the OMB grade de-escalation exercise, the pattern of higher grades for many Agency positions in relation to comparable positions in other Government agencies was graphically confirmed. However, in the absence of meaningful position standards, the degree of overgrading of Agency occupations, especially in the clerical field, cannot be readily determined at this time.

d. Therefore, a policy decision must be made on whether to:

(1) Apply directly the principles and practices of the Factor Evaluation System as instituted by the Civil Service Commission including the full utilization of Commission position standards where they are directly applicable to Agency occupations;

(2) Modify the Civil Service Commission Standards to account for current Agency grade patterns which in many instances will be higher than permitted by the Commission standards (a process that would be extremely

complex and could result in additional inequities);

(3) Develop, internally, Agency position standards using other than FES methodology with such standards confirming current grade patterns for Agency occupations:

(4) Abandon position standards development and retain current classification practices which consist of a potpourri of evaluative methods including job comparisons both internally and externally (government and private sector) of similar occupations and application of some select Civil Service Commission standards usually where the Agency benefits.

3. Staff Position: Formalization of a position classification standards program is essential to the achievement of a sound and workable position classification program within the Agency. The development and use of standards provides for consistency in application and a greater degree of understanding on the part of managers and employees than is possible through classification practices which involve a variety of classification methodologies. Based on its initial review and testing of FES position standards. The Office of Personnel has concluded that the most equitable, defensible and fairest method available to reach the grade de-escalation goals approved by OMB directive is through the use of position classification standards patterned after those published by the Civil Service Commission.

4. Recommendations:

a. That the Agency continue its commitment to adhere to the principles of the Classification Act of 1949, as amended, and adopt for position classification purposes the Factor Evaluation System as developed and instituted by the Civil Service Commission for all Federal agencies subject to the Act.

b. That FES position standards issued by the Commission be reviewed for applicability to Agency occupations and be directly applied where appropriate, or modified in those instances where clearly delineated differences are perceived.

c. That position standards be developed internally for Agency-unique occupations, (i.e., Operations Officer) following the principles of FES to maintain overall program consistency and equity.

d. That all position standards, whether published by the Commission or developed internally within the Agency, be reviewed by the Office of Personnel and the cognizant component managers and/or subject specialists for substantive content and, based on the results of such reviews, be revised accordingly.

e. That completed standards be approved by the Director of Personnel, on behalf of the DCI, for mandatory application within the Agency, such standards having the status and force of Agency regulations for classifying Agency positions.

F. W. M. Janney
Director of Personnel

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